

# DLAMP

***Preparing joint senior civilian  
leaders for critical positions  
throughout the Department of  
Defense***

Fiscal Year 2007

# **Why Develop Civilian Leaders?**

- ♦ **For transformation to succeed, we need a diverse cadre of senior civilian leaders who:**
  - **Are at least as flexible, agile, innovative and adaptable as their military counterparts;**
  - **Are able to lead change and achieve results; and**
  - **Understand and can operate decisively in the joint environment.**
- ♦ **We must prepare for the anticipated retirement of large numbers of employees over the next decade.**

# **DLAMP Background**

- ♦ **May 1995 - Commission on Roles and Missions of the Armed Forces (CORM) recommended new means of developing civilian personnel:**
  - **Structured educational system**
  - **Attendance at senior service school**
  - **Increased breadth and depth of experience**
- ♦ **April 1997 - DLAMP established**
- ♦ **December 2001 - DLAMP refocused to more mission-oriented, streamlined, cost-effective program**
- ♦ **October 2004 - Refocused program fully implemented**

# **DLAMP - Goals and Objectives**

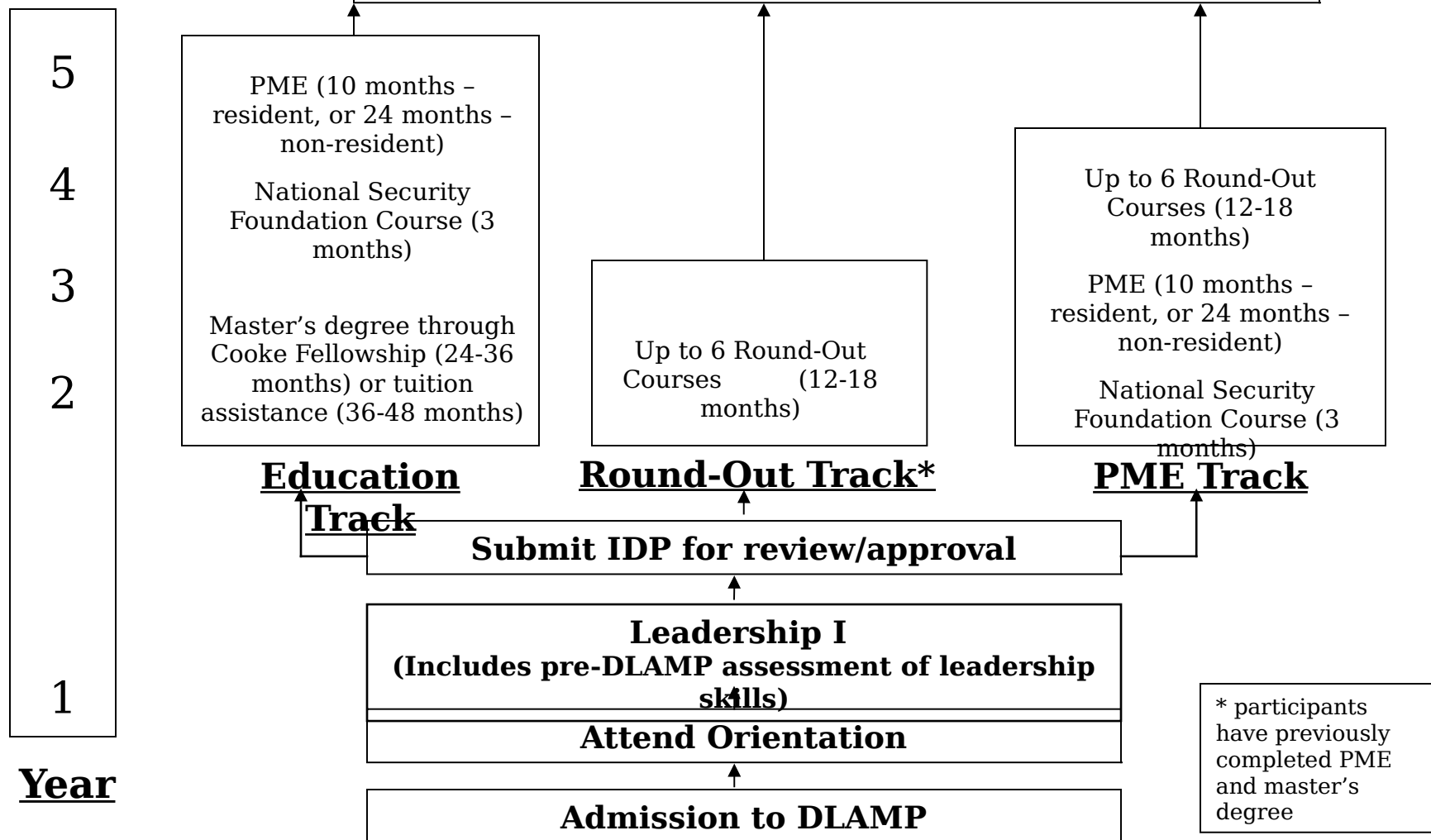
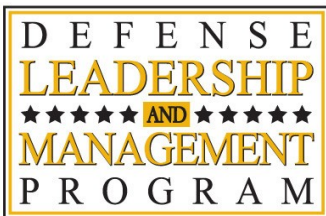
**Highly capable senior civilian leaders with:**

- ♦ **DoD-wide perspective;**
- ♦ **Substantive knowledge of national security mission;**
- ♦ **Shared understanding, trust, and sense of mission with military leaders;**
- ♦ **Strong leadership and**

# **Developmental Framework**

- ♦ **Program requirements:**
  - **A master's degree from an accredited institution**
  - **Foundation courses in national security studies and leadership**
  - **Professional Military Education (senior level)**
  - **Graduate courses in business management and public policy areas ("round-out")**
- ♦ **Other elements (encouraged):**
  - **Mentors**
  - **Developmental assignments**

# DLAMP Progression Model



# **Graduate Education**

**Participants without an advanced degree may earn**

**a master's degree through:**

- **An accredited college or university**
  - **Full-time study (Cooke Fellowship)**
  - **Part-time study, or**
- **A Professional Military Education program that confers a degree**

# **Foundation Courses**

- ♦ **National Security Foundation Course**
  - Preparation for attendance at PME
  - On-line graduate course (3 credits)
  - Military Strategy & International Relations, Troy University, AL
- ♦ **Executive Leadership Courses**
  - Assessment and enhancement of Executive Core Qualifications
  - Leadership I - Executive Development Seminar
    - Leading Change, Office of Personnel Management
  - Leadership II - Executive Leadership in a Changing Environment, Brookings Institution



# **Professional Military Education**

- ♦ **Provides a thorough joint education in national security policy, studies, and decision-making**
  - National security strategy
  - National planning systems and processes
  - National military strategy and organization
  - Theater strategy and campaigning
  - Systems integration in 21<sup>st</sup> century battlespace
- ♦ **Provides joint education opportunity with senior military members**
- ♦ **Confers an accredited master's degree in national security/strategic studies**

## **Professional Military Education (2)**

- ♦ **Resident Programs (10 months)**
  - **Army War College**
  - **College of Naval Warfare**
  - **Air War College**
  - **National War College**
  - **Industrial College of the Armed Forces**
- ♦ **Army War College Distance Education Program (2 years)**

## **Round-Out Courses**

**Participants who entered DLAMP with an advanced degree or earned one through PME may attend up to 6 graduate courses in business management and public policy areas**

- Participant and supervisor assess individual's need to “round out” academic portfolio**
- Participant enrolls at an accredited university (local area or on-line)**

# **Developmental** **Assignment**

- ♦ **Deliberate experience that will enhance one's Broad Defense Perspective and strengthen proficiency in the Executive Core Qualifications**
- ♦ **May be in the joint environment or another Military Department or Defense Agency**
- ♦ **An opportunity to:**
  - **Fill experience/competency gaps**
  - **Increase responsibility**
  - **Broaden perspective**
  - **Gain new exposure**
  - **Engage in multi-faceted projects**
  - **Take measured risks**

# **Participant Accomplishments**

- ♦ **Program Elements:**
  - 86 percent of participants possess an advanced degree
  - 990 participants have completed PME
- ♦ **Program Completion/Advancement:**
  - 289 graduates
  - Several hundred participants nearing completion
  - 151 participants selected for SES positions (includes 12 graduates)

# **DLAMP**

## **Participants**

♦ **Admitted: 1,894 (1997-2006)**

♦ **Participants are:**

- **Permanent DoD employees at GS-14/15 and senior high potential GS-13s (and equivalent)**
- **Assessed on Broad Defense/National Security Perspective and Executive Core Qualifications**
  - **Leading Change**
  - **Leading People**
  - **Results Driven**
  - **Business Acumen**
  - **Building Coalitions/Communication**

# **What Component Leaders Can Do**

- ♦ **Incorporate DLAMP into Human Resource strategic plans and succession management strategies**
- ♦ **Encourage and support managers' efforts to:**
  - **Provide developmental opportunities for DLAMP participants**
  - **Encourage active participant engagement in DLAMP**
  - **Support and plan for utilization of participants**
  - **Serve as mentors to future leaders**
  - **Seek out DLAMP graduates and participants when filling leadership positions**